

Residential Services

HMS 501-15-01-B

Section 2

Service Specifications

2.1 Introduction

A. Overview, purpose or need

The Office of Youth Services (OYS) believes that community is where our youth belong. While community is where hurt, fear, suffering, and trauma may occur; community conversely is where caring, restoration, forgiveness, and healing emerges and is fostered. Deep connections and relationships form the foundation for community, and our state statute, "*Aloha Spirit*" (HRS 5-7.5), describes how we may consider to exercise the power and life force of the *Aloha Spirit* on behalf of Hawaii's people: "'*Aloha*' is the essence of relationships in which each person is important to every other person for collective existence. *Aloha* means to hear what is not said, to see what cannot be seen and to know the unknowable." *Aloha Spirit* is a way of life, an attitude, a way of being, that acknowledges the following:

Akahai – meaning kindness (grace), to be expressed with tenderness;

Lokahi – meaning unity (unbroken), to be expressed with harmony;

Oluolu – meaning agreeable (gentle), to be expressed with pleasantness;

Ha'aha'a – meaning humility (empty), to be expressed with modesty;

Ahonui – meaning patience (waiting for the moment), to be expressed with perseverance.

Our youth who are experiencing a lack of *Aloha* are involved with our juvenile justice system and need to be nourished and connected to healthy healing families and relationships. OYS cannot do this alone, we need community to be involved in multiple ways that truly reflect the intelligence and practical applications of *Aloha*. We need community to surround our youth with loving, authentic, courageous, strong and compassionate people, services and programs. Kupuna (respected elders), with their wisdom, role modeling, bridge to ancestors, and *Aloha* presence need to be connected with our youth and families. The resulting outcomes will be youth who are thriving, at peace with themselves and others, hopeful, mindful, and of service to the community.

Aloha is a life-long commitment that supports youth at-risk and their families. It supports their strengths and abilities to be successful in their schools and communities. It brings together a wide variety of stakeholders, parents and family members to strengthen collaboration, embrace wholeness, healing, and an awareness that we are Lokahi (unbroken, unity & harmony). This realization can provide many types of *Aloha* responses that meet the unique talents, needs and abilities of the youth who need our direction and help.

Institutional care for the majority of our troubled, abused, and neglected youth is not appropriate. Other less restrictive programs are often more cost effective and better suited for fostering positive change in at-risk and troubled youth. Community-based residential programs provide a safe and nurturing environment which allow youth who are in transition to experience the many challenges they will face when living in a community.

Viable alternatives that focus on a variety of specialization areas as well as varying service modalities are imperative in providing an effective continuum of residential programs within our community for at-risk and troubled youth. The smaller staff/youth ratio in residential programs also allows the program staff to foster relationships and provide more individualized services that will support and guide each youth in addressing relevant life issues in a positive and productive manner.

B. Planning activities conducted in preparation for this RFP

A Request For Information was conducted via the State Procurement Office, Procurement Notices for Solicitation Website. Written comments, suggestions, and other feedback for consideration in the scope of work and RFP requirements were requested by fax, mail or email through the Request for Information process between November 14 - 25, 2014. A comment was received from one agency. Information and data were also gathered from 3 years of service delivery of the requested service area. A comment was received from one agency.

C. Description of the goals of the service

The goal of residential services is to provide a safe and temporary living environment in which youth are able to increase their resiliencies and reduce their risk factors to such an extent that they are able to safely return to a more permanent living situation. Services will assist youth by increasing their decision-making, social, and independent living skills, and by increasing their commitment to learning and education as important factors in their lives.

D. Description of the target population to be served

Youth currently under the jurisdiction of the Office of Youth Services or referred by the Hawaii Youth Correctional Facility (HYCF). Subject to availability of open slots and prior approval of the OYS, referrals of youth under the jurisdiction of the Department of Human Services (DHS) and, Family Court (FC) may also be made. In addition, OYS residential service providers may refer troubled youths for residential services, but only if 1) the provider has done a preliminary screening and assessment of the youth and the program is appropriately matched with the needs of the youth and family; and 2) the OYS approves the placement. The description of eligible youth targeted for the different types of residential services:

1. Intensive Residential Services: Youth involved with the juvenile justice system, ages 12 through their 19th birthdays, who:
 - Have been identified as high risk in one or more areas of need through a validated, objective risk and needs assessment tool,
 - Are generally unable to function in a pro-social manner without constant supervision and support,
 - Can benefit from highly structured residential services.

Although the length of stay may vary according to the individual youth, the average length of stay in this program is 270 days. Services are provided on a space available basis in the following priority order of referrals: 1st OYS/HYCF Parole Division, 2nd FC, and 3rd DHS. Program services shall provide a setting that ensures the safety of youth and staff and reduces the chance of runaways. The provider may utilize a group home and/or foster home model. The provider may not reject referred youth from participating in the program or eject youth once enrolled in the program, without permission from the OYS.

2. Independent Living Program Residential Services: Youth involved with the juvenile justice system, ages 17 through their 22nd birthdays, who presently lack the attitudes, skills, and resources for independent living. Although the length of stay may vary according to the individual youth, the average length of stay in the Independent Living Program is 270 days. Services are provided on a space available basis in the following priority order of referrals: 1st OYS/HYCF Parole Division, 2nd FC, and 3rd DHS. Other OYS residential service providers may refer youth with approval from OYS. Independent Living Programs shall ensure the safety and security of youth and staff. The provider may utilize a group home and/or foster home model. The provider may not reject referred youth from participating in the program or eject youth once enrolled in the program, without permission from the OYS.
3. Intensive Residential Services - Independent Living Program Residential Services: Applicants may choose to submit a single proposal that provides both Intensive Residential Services and Independent Living Program Residential Services. Based on an assessment of the youth's needs, services will be provided from either program service model.
4. Emergency Shelter Residential Services: Recently arrested status offenders, non-violent law violators, or intoxicated youth, or troubled, abused, or neglected youth, ages 10 through their 18th birthdays, requiring short-term shelter and related services that will address a present crisis. Although the length of stay may vary according to the individual youth, the maximum length of stay in the Emergency Shelter Program is 30 days. Services are provided on a space available basis in the following priority order of referrals: 1st OYS/HYCF Parole Division, 2nd FC, 3rd DHS and 4th Community agencies". The provider may utilize a group home and/or foster home model.

E. Geographic coverage of service

The Residential Services proposal request is broken down into the following service areas for specific geographic regions:

Intensive Residential Services: Kauai only.

Independent Living Program: Statewide

Intensive Residential Services - Independent Living Program: Statewide.

Emergency Shelter Services: Statewide.

Services may not necessarily be provided statewide by one agency. The OYS reserves the right to make awards based on 1) the uniqueness and appropriateness of the proposals in providing residential services for the specific communities focused on in the applicant's proposal; and 2) the configuration of residential services that the OYS deems as best for the State. In addition, should an insufficient number of acceptable proposals be submitted for a particular geographic region, the OYS reserves the right to allocate additional funds to those applicants who have submitted acceptable proposals for other regions in order to expand these acceptable proposals to cover these neglected regions.

F. Probable funding amounts, source, and period of availability

1. **Funding Period:** July 1, 2015 to June 30, 2017

2. **Approximate Total Amount of General Funds:** \$800,000 per year

3. The OYS anticipates funds to be awarded for one 24-month period, subject to the availability of funds and quality of program services. There may be a possibility for the extension of the initial award period to up to two additional 12-month periods should funds become available. The award of a contract and any allowed renewal or extension thereof is subject to allotments to be made by the Director of Finance, State of Hawaii, pursuant to Chapter 37, Hawaii Revised Statutes, and subject to the availability of funds and the quality of program services.

4. The OYS reserves the right to make modifications to the scope of services and in the funding amounts that it is unable to anticipate now. There may be modifications made to continue or to improve the services. Additionally, should funding be increased or decreased, the OYS reserves the right to add in additional funds or decrease funds at its discretion.

2.2 Contract Monitoring and Evaluation

The criteria by which the performance of the contract will be monitored and evaluated are:

- (1) Performance/Outcome Measures
- (2) Output Measures
- (3) Quality of Care/Quality of Services
- (4) Financial Management
- (5) Administrative Requirements

2.3 General Requirements

A. Specific qualifications or requirements, including but not limited to licensure or accreditation

1. The Applicant shall comply with the Chapter 103F, HRS, Cost Principles for Purchases of Health and Human Services identified in SPO-H-201, which can be found on the SPO website (see Section 5, POS Proposal Checklist, for the website address).
2. The applicant shall comply with other applicable federal cost principles and guidelines, as appropriate and as required by the source of funding.
3. The applicant shall meet all State licensing requirements to operate a community-based residential program for youth within its community.
4. The general conditions that will be imposed contractually are on the SPO website. Special conditions may also be imposed contractually by the state purchasing agency, as deemed necessary.
5. The Applicant shall maintain insurance acceptable to the State in full force and effect throughout the term of this contract, until the State certifies that the Applicant's work has been completed satisfactorily. The policy or policies of insurance maintained by the Applicant shall provide the following limit(s) and coverage:

<u>Coverage</u>	<u>Limits</u>
Commercial General Liability (occurrence form)	\$2,000,000 combined single limit <u>per occurrence</u> for bodily injury and property damage
Automobile	Bodily injury \$1,000,000/ <u>person</u> 1,000,000/ <u>occurrence</u> Property damage \$1,000,000/ <u>accident</u>
Professional Liability (if applicable)	\$1,000,000/ <u>claim</u> \$2,000,000 <u>annual aggregate</u>

Each insurance policy required by this contract shall contain the following clauses:

1. *"The State of Hawaii is added as an additional insured with respect to operations performed for the State of Hawaii."*
2. *"It is agreed that any insurance maintained by the State of Hawaii shall apply in excess of, and not contribute with, insurance provided by this policy."*

Each insurance policy shall be written by insurance companies licensed to do business in the State or meet Section 431:8-301, HRS, if utilizing an insurance company not licensed by the State of Hawaii.

Automobile liability insurance shall include excess coverage for the Contractor's employees who use their own vehicles in the course of their employment.

The Applicant agrees to deposit with the State of Hawaii, on or before the effective date of this contract, certificate(s) of insurance necessary to satisfy the State that the insurance provisions of this contract have been complied with and to keep such insurance in effect and the certificate(s) therefore on deposit with the State during the entire term of this contract. Upon request by the State, Applicant shall furnish a copy of the policy or policies.

The Applicant shall immediately provide written notice to the contracting department or agency should any of the insurance policies be cancelled, limited in scope, or not be renewed upon expiration.

Failure of the Applicant to provide and keep in force such insurance shall be regarded as material default under this contract, entitling the State to exercise any or all of the remedies provided in this contract for a default of the Applicant.

The procuring of such required policy or policies of insurance shall not be construed to limit Applicant's liability hereunder nor to fulfill the indemnification provisions and requirements of this contract. Notwithstanding said policy or policies of insurance, Applicant shall be obliged for the full and total amount of any damage, injury, or loss caused by negligence or neglect connected with this contract.

If the Applicant is authorized by the Office of Youth Services to subcontract, subcontractor(s) is not excused from the indemnification and/or insurance provisions of this contract. In order to indemnify the State, the Applicant agrees to require its subcontractor(s) to obtain insurance in accordance with the insurance provisions of this contract.

B. Secondary purchaser participation
(Refer to HAR Section 3-143-608)

After-the-fact secondary purchases will be allowed.

Planned secondary purchases. None.

C. Multiple or alternate proposals
(Refer to HAR Section 3-143-605)

☐ Allowed ☒ Unallowed

D. Single or multiple contracts to be awarded
(Refer to HAR Section 3-143-206)

☐ Single ☒ Multiple ☐ Single & Multiple

Criteria for multiple awards: Not applicable

E. Single or multi-term contracts to be awarded
(Refer to HAR Section 3-149-302)

☐ Single term (2 years or less) ☒ Multi-term (more than 2 years)

Contract terms: The initial term of the contract shall commence on or after July 1, 2015 and continue through June 30, 2017. Services are not to begin until a Notice to Proceed has been issued by the OYS. There may be a possibility for extension of the initial award period for two additional 12-month periods should funds become available. The maximum length of the contract shall be forty-eight (48) months. The conditions for extension must be in writing and any extension must be executed prior to the expiration of the initial term of the contract and any subsequent extension. The award of a contract and any allowed renewal or extension thereof is subject to allotments to be made by the Director of Finance, State of Hawaii, pursuant to Chapter 37, Hawaii Revised Statutes, and subject to the availability of funds and the quality of program services.

2.4 Scope of Work

A. Service Framework

The Native Hawaiian Education Council (NHEC) has developed seven guiding themes for culturally responsive learning environments and is being adopted by the OYS as a framework for addressing youth issues to ensure youth have the opportunity to develop social, emotional, cognitive, behavioral and moral competencies and resiliency to enable them to achieve a successful transition to young adulthood:

- a. *'Ike Pilina* (Value of Relationship) enriching relationships between youth, family, people, places and things that influence their lives through experiences, their ancestors, culture, and traditions.
- b. *'Ike MauiLāhui* (Value of Cultural Identity) strengthening and sustaining cultural identity through practices that support learning, understanding, behaviors, and spiritual connections through the use of language, culture, history, traditions and values.
- c. *'Ike Kuana 'Ike* (Value of Cultural Perspective) increasing global understanding by broadening the views and vantage points that promotes contributions to local and global communities.
- d. *'Ike Na'auao* (Value of Intellect) instilling and fostering a lifelong desire to seek knowledge and wisdom, through the traditions and stories of our elders.
- e. *'Ike Ho'okō* (Value of Applied Achievement) developing multiple cultural pathways for achieving success in pursuing learning excellence.
- f. *'Ike Piko'u* (Value of Personal Identity) promoting personal growth, development and self-worth to support a greater sense of belonging, compassion and service toward one's self, family and community.
- g. *'Ike Honua* (Value of Place) developing a strong understanding of place, and appreciation of the environment and the world at large, and the delicate balance necessary to maintain it for generations to come.

Additionally, a trauma-informed care approach shall be incorporated in the service framework and delivery for youth at-risk. Studies have indicated the high prevalence of histories of trauma among youth who are placed in out-of-home care and/or involved with the juvenile justice system. It is estimated that between 75-93 percent of youth entering the juvenile justice system annually have experienced some degree of traumatic victimization. It is vital that intervention services addressing youth problem behaviors be designed to work effectively with youth with histories of trauma, recognizing the presence of trauma symptoms and acknowledging the role that trauma has played in their coping behaviors.

B. Service Activities

1. Needs Assessment/Community Readiness

The applicant is required to justify the need for residential services within proposed service geographic areas targeted for services. This justification shall include information, reports, studies, and strategic plans from government and other reliable data sources that describe the youth target

group(s) and the youth needs that the proposed services are expected to address. The applicant must also provide additional information and documentation describing each region's "readiness" to actively address these identified needs, including the support that each region will provide to implement the proposed services.

2. The applicant shall describe the residential service model that will be utilized to serve youths in each region. Although other service models may be proposed, services are usually provided via one of the following:
 - a. Group Home Model: The primary care providers in this program are social service professionals and para-professionals who are employed by the applicant organization. The services are usually provided for a maximum of eight youths in a centrally located structure.
 - b. Foster-Care Residential Model: The primary care providers in this program are trained and licensed foster parents from the community, supported by social service professionals and para-professional workers.
3. Applicants shall describe the gender (males, females, or both) of the youth targeted for service by each residential service model proposed for specific regions.

The 2006 Hawaii State Legislature passed Act 258 to assure that the needs of female adjudicated youth are met. OYS is adopting this policy for all female youth in residential services. The applicant shall, if proposing services for female youth, indicate in the proposal specifically how their needs will be met through gender-responsive programming.

In 2006 the U. S. District Court issued an order prohibiting discrimination and harassment of lesbian, gay, bisexual, or transgender (LGBT) youth at the HYCF. As above, OYS is adopting this court-ordered policy for all youth in residential services. The applicant shall address the safety and civil rights of LGBT youth who may be placed in applicant's proposed program.

4. For each residential service model, the applicant shall identify the projected number and type of youth targeted for service in each region, using the following categories:
 - a. Troubled, abused, or neglected youth, or youth in the juvenile justice system, ages 12 through 19, who have been identified as high risk in one or more areas of need through a validated, objective risk and needs assessment tool; are generally unable to function in a pro-social manner without constant supervision and support; are assessed as high

flight risk; and can benefit from highly structured Intensive Residential Program services.

- b. Troubled, abused, or neglected youth, or youth in the juvenile justice system, ages 17 through 22, who presently lack the attitudes, skills, and resources for independent living and whose needs can be addressed via an Independent Living Program.
 - c. Recently arrested status offenders, non-violent law violators, or intoxicated youth, or troubled, abused, or neglected youth, ages 10 through their 18 birthdays, requiring short-term emergency shelter and related services that will reduce a present crisis and return the youth to a stable, safe home environment.
5. **Core Service Activities** are common to **Intensive Residential, Independent Living Program, and Emergency Shelter** residential services. In the proposal, the applicant shall describe in detail how each of these core service activities will be addressed by the service area:
- a. **A Healthful & Safe Environment**. The applicant shall describe the physical setting for the program, and the physical safeguards, policies, procedures, and licensing requirements that ensure an environment healthful and safe for both staff and youth, especially female youths and lesbian, gay, transgender, bisexual youths.
 - b. **Screening for Program Appropriateness**. The applicant shall describe the instruments and procedure for reviewing application for admission and other documents, as well as for interviewing youth, to determine the program's suitability and appropriateness for the youth.
 - c. **Risks/Needs Assessment & Reduction, Assets Assessment & Development**. The applicant shall describe the procedures, including the validated instruments utilized, for assessing the youth's risks/needs and assets, and the program steps that will be taken to reduce risks/needs and to enhance the youth's assets and other potentials for resolving his problems. The assessment process shall include, but is not limited to, an evaluation the youth's current and past behavior; family/parenting circumstances; educational/vocational level; peer relationships; substance abuse; use of leisure time; anger management; anti-social or criminal attitudes; and social skills level. The applicant shall also describe the frequency with which the youth will be re-assessed to determine progress in the program.
 - d. **Case Management**. The applicant shall describe the program's case management system including, but not limited to, procedures and instruments for conducting individual risks/needs, assets, and

functioning levels; developing individualized service plans; identifying and linking to necessary services; coordinating these necessary services; monitoring and assessing services provided; and reviewing and revising the service plans. The applicant shall also describe the case data management system, including the software and equipment, and the data entry and report generation procedures. A sample of the individualized service plan should be included with the application.

- e. Relapse Prevention. The applicant shall provide a general description of its relapse prevention strategy and a sample relapse prevention plan that includes a Statement of the purpose and objectives of the plan, activities to achieve the objectives of the plan, and the evaluation framework that will determine if the objectives have been achieved.
 - f. Referral to Appropriate Resources. The applicant shall describe the processes for referring youth to appropriate community-based programs and agencies for services, and the follow-up actions that will be taken to ensure that the youth is being properly served. A list of the community-based program and agencies that will be utilized by the applicant should be attached to the proposal.
 - g. Participation in Meetings. The applicant shall briefly describe the processes for initiating contacts and meetings with representatives of the HYCF, FC, DHS, Department of Education (DOE), Department of Health (DOH), and other pertinent agencies who are similarly focused on providing services for the youth.
 - h. Follow-Up Services. The applicant shall describe the processes for providing follow-up services for youth—for examples, via telephone, personal, and/or collateral contacts with the youth and the youth's support system (guardian, school, mentor, etc.)--for up to six months post-placement. Examples of the instruments to record contact information and assess the progress and stability of youth should also be attached.
6. Applicants desiring to provide **Intensive Residential** services shall describe in detail how each of these **Additional Service Activities** will be addressed in proposed service areas:
- a. Social Skills Building. Applicants shall provide social skill-building activities to youth. The applicant shall submit an outline or table of contents and a sample of the proposed social skill-building curriculum. The sample social skill submitted shall include the purpose and objective of the skill, activities to achieve the skill, and how attainment of the skill will be measured. Social skill topic areas shall include

coping with loss and grief, stress management, and forgiveness life skill.

- b. Cognitive Behavioral Training or Similar Method. The applicant shall provide a description of the cognitive behavior-modification plan, including the strategies used to address anti-social or criminal attitudes, beliefs, and thinking patterns; anger problems; and poor decision-making. The proposal shall also describe how improvement in youth beliefs and behaviors will be measured. Alternatives to the cognitive behavioral model may be described, but only if these alternatives are confirmed as an evidence-based, validated curriculum.
- c. Substance Abuse Treatment and Prevention Services. The applicant shall describe how substance abuse treatment and prevention services will be provided to youth. If indicated, assessments and/or screenings shall be conducted to address the need for substance abuse services, such as the American Society for Addiction Medicine Patient Placement Criteria (ASAM PPC) for substance abuse. The applicant shall provide substance abuse treatment services that include individual and group counseling. Services shall be provided in an amount, frequency, and intensity appropriate to a youth's needs, not to exceed five (5) hours of group sessions per week with not less than one hour of individual counseling per month. These services may be provided through an evidenced-based, validated curriculum.
- d. Positive Peer Relationship Development. The applicant shall describe how positive peer relationships will be encouraged and developed by the youth, with the focus on the community that the youth will eventually return to.
- e. Leisure Time Management. The applicant shall describe how the constructive use of leisure time will be encouraged and established by the youth. Services in this area should be provided based on the type of resources available in the home community of the youth.
- f. Educational Support. Many youth living in residential care experience learning disabilities, are enrolled in special education, and have difficulties in the traditional academic and learning environments. The applicant shall describe how the educational and academic needs for youth will be supported and advocated for to address any identified problem areas.
- g. Family Intervention. The applicant shall describe how family intervention services will be provided to strengthen the family system and reinforce the parent-child bond as a means of preventing delinquent behavior. Family dysfunction (family history of violence, poor socialization, supervision and discipline, family disorganization,

family isolation) is an important influence on future delinquent and antisocial behavior for the youth. Services may include family therapy and counseling, and shall focus on decreasing risk factors affecting the youth and family such as poor supervision, excessive family conflict, family isolation, sibling drug use, and poor socialization, and increase family protective factors such as parental supervision, attachment to parents, and consistency of discipline. Evidenced-based family therapy interventions such as The Family Solutions Program, Functional Family Therapy, and Multi-Systemic Therapy are strongly encouraged to be utilized by the applicant.

- h. **Transition Plan.** The applicant shall describe how the transition plan will be developed for each youth in preparation for release from the program. This plan may include placement in an Independent Living Program as appropriate.
- 7. Applicants desiring to provide **Independent Living Program** services shall describe in detail how each of these **Additional Service Activities** will be addressed in each region:
 - a. **Social and Independent Living Skills Development.** The applicant shall submit an outline or table of contents and a sample of the proposed social and independent living skills curriculum. The sample curriculum submitted shall include the purpose and objective of the skill, activities to achieve the skill, and a description of how attainment of the skill will be measured. Topic areas for social skills development shall include: coping with loss and grief, stress management, and forgiveness life skill. Topic areas for Independent Living Skills development shall include: managing finances, exploring housing options, and maintaining a support network.
 - b. **Cognitive Behavioral Training or Similar Method.** The applicant shall provide a description of the cognitive behavior-modification plan, including the strategies used to address anti-social or criminal attitudes, beliefs, and thinking patterns; anger problems; and poor decision-making. The proposal shall also describe how improvement in youth beliefs and behaviors will be measured. Alternatives to the cognitive behavioral model may be described, but only if these alternatives are confirmed as an evidence-based, validated curriculum.
 - c. **Substance Abuse Treatment and Prevention Services.** The applicant shall describe how substance abuse treatment and prevention services will be provided to youth. If indicated, assessments and/or screenings shall be conducted to address the need for substance abuse services, such as the American Society for Addiction Medicine Patient Placement Criteria (ASAM PPC) for substance abuse. The applicant shall provide

substance abuse treatment services that include individual and group counseling. Services shall be provided in an amount, frequency, and intensity appropriate to a youth's needs, not to exceed five (5) hours of group sessions per week with not less than one hour of individual counseling per month. These services may be provided through an evidenced-based, validated curriculum.

- d. Positive Peer Relationship Development. The applicant shall describe how positive peer relationships will be encouraged and developed by the youth, with the focus on the community that the youth will eventually return to.
- e. Leisure Time Management. The applicant shall describe how the constructive use of leisure time will be encouraged and established by the youth. Services in this area should be provided based on the type of resources available in the home community of the youth.
- f. Educational Support. Many youth living in residential care experience learning disabilities, are enrolled in special education, and have difficulties in the traditional academic and learning environments. The applicant shall describe how the educational and academic needs for youth will be supported and advocated for to address any identified problem areas.
- g. Vocational Training (Job Skills). The applicant shall describe the plan for helping the youth begin vocational training in a specific field of interest, as determined by vocational interest inventories and aptitude tests.
- h. Job Search, Application, & Retention Skills Development. The applicant shall submit an outline or table of contents of the proposed job search, application, and retention skills development curriculum. The sample curriculum submitted shall include the purpose and objective of each skill, activities to achieve the skill, and a description of how attainment of the skill will be measured.
- i. College Exploration & Application Skills Development. The applicant shall submit an outline or table of contents of the proposed college exploration and application skills curriculum. The sample curriculum submitted shall include the purpose and objective of each skill, activities to achieve the skill, and a description of how attainment of the skill will be measured.
- j. Family Strengthening (Enhancing Communication and Relationship). The applicant shall describe how the youth's communication and

relationship with parents or guardians will be encouraged and enhanced.

- k. Transition Plan. The applicant shall describe how the transition plan will be developed for each youth in preparation for release from the program.
8. Applicants desiring to provide **Emergency Shelter** residential services shall describe in detail how each of these **Additional Service Activities** will be addressed in the designated region for services:
- a. Crisis Reduction. The applicant shall describe the strategy for helping the youth understand the roots of any present crisis and the positive strategies that may be taken to reduce not only the immediate crisis, but any future crises.
 - b. Family Strengthening (Enhancing Communication and Relationship). The applicant shall describe how the youth's communication and relationship with parents or guardians will be encouraged and enhanced.

B. Management Requirements (Minimum and/or mandatory requirements)

1. Personnel

- a. Staff providing substance abuse education and prevention services shall have a minimum of three (3) months experience in providing cognitive restructuring and cognitive skill-building services to youth and shall have completed formal training in facilitating this process. The applicant may establish higher minimum qualifications for the aforementioned position(s).
- b. Staff performing the following function shall be Hawaii State certified substance abuse counselors (CSACs) pursuant to **321-193 (10), Hawaii Revised Statutes** (HRS), or hold an advanced degree in behavioral health sciences:

- Clinical supervision

CSACs and individuals who hold an advanced degree in behavioral health sciences preferably shall perform the following functions; however, non-CSACs or non-Masters level providers may be utilized as long as they are directly supervised* by a CSAC or Masters level counselor and are working toward certification:

- Clinical evaluation

- Treatment planning
- Individual, group, and family counseling

*Direct supervision means a minimum of one hour of supervision for every seven hours of performance. This involves teaching the supervisee about each core function of a substance abuse counselor, demonstrating how each core function is accomplished, the supervisee sitting in while the supervisor performs the function, the supervisee performing the function with the supervisor present, and, finally, the supervisee performing the function independently but with review and feedback from the supervisor. In addition, supervisees shall be required to attend ADAD-approved CSAC preparatory training when available.

- c. The Applicant shall maintain a plan for recruitment and retention of staff, and maintain staffing level ratios that specifically addresses handling of vacancies and absences.
- d. The Applicant shall detail the Applicant's staff pre-service and in-service training plan with scheduled completion dates and training topics. The training plan shall identify who will provide training and their qualifications. **The Applicant shall submit the outline or table of contents for a training plan that will ensure that direct-service staff understand the programmatic and security concerns of the targeted youth population. The training plan shall include, but shall not be limited to, the following topics: Females' privacy and security; lesbian, gay, transgender, bi-sexual youths civil rights; the organization's philosophy and goals; confidentiality policies and procedures; client rights; emergency procedures; grievance procedures; reporting child maltreatment; dispensing of medication; behavior management and treatment; cardio-pulmonary resuscitation and first aid, de-escalation techniques and practices; and the recognition of the side effects of drugs and medications on youth.**
- e. The Applicant shall ensure that employees do not have a criminal history or background that poses a risk to youth. The Applicant shall conduct employment and reference checks on all employment Applicants. In addition, prior to providing direct services to youth, criminal history record checks (State and FBI Criminal History Check, Sex Offender Registry, and the Child Abuse and Neglect Registry Clearance) shall be conducted, as allowed by statutes or rules, for any person who is employed or volunteers in an position that necessitates close proximity to children or adolescents. Documentation of criminal history record checks shall be maintained in the employee or volunteer's personnel file and shall be available for review. Criminal

history record checks, except for the FBI fingerprint check, shall be conducted annually.

- f. The Applicant shall develop policies that describe the grounds and circumstances for denial of employment or termination of current employees who have been found to have convictions or pending charges upon completion of any criminal history check or other investigation.
- g. The program staff shall have appropriate qualifications and necessary training to provide the proposed services and activities and demonstrate knowledge, capacity, skills and experience in working with the target population, and be knowledgeable of positive youth development philosophy and strategies.
- h. The Applicant shall have written personnel policies covering selection of staff, salaries, fringe benefits, leaves, job descriptions, and minimum qualifications of each position. Staff salaries shall be sufficiently competitive to recruit and retain qualified staff.

2. Administrative

- a. A no reject/eject policy shall apply to youth, except with prior approval from OYS. A youth may be denied access to and ejected from the program if a danger is posed to self, other youth, staff, and/or property.
- b. The Applicant is required to meet with the State upon execution of the contract to discuss all aspects of the program.
- c. The Applicant is required to maintain detailed records of youth, program activities, and personnel in addition to maintaining an accounting system and financial records to accurately account for funds awarded. Funds shall be budgeted and expended in accordance with applicable State and/or Federal cost principles.
- d. The Applicant shall also be required to comply with applicable provisions and mandates of the Health Insurance Portability and Accountability Act (HIPAA) of 1996. The HIPAA regulates how individually identifiable health (medical and mental health) information is handled to ensure confidentiality.
- e. The OYS reserves the right to make modifications to the scope of the services and in the funding amounts that it is currently unable to anticipate. There may be unique circumstances, not limited to directives and decrees from State and Federal agencies, that require

these modifications be made to continue or improve services. Additionally should funding be increased or decreased, the OYS reserves the right to add in additional or decrease funds at its discretion.

- f. The Applicant shall not utilize youth for any agency solicitation or political campaign purposes.
- g. The Applicant may not charge youth and/or their families more than a token amount for program services.
- h. Subcontracting arrangements may be allowed if the Applicant is unable to provide components of the requested services directly. All subcontracts must follow the pricing structure and all other requirements of this RFP.
- i. Memoranda of Agreements and working agreements with other agencies for services resulting from awards and contracts of this RFP shall be submitted to the OYS for review for appropriateness and relevancy.
- j. The successful Applicant will be required to enter into a formal written Contract with the Office of Youth Services in accordance with the laws, rules and regulations of the State of Hawaii. The RFP and Applicant's proposal shall be incorporated in the Contract by reference.

The stated requirements appearing elsewhere in this RFP shall become part of the terms and conditions of the resulting Contract. Any deviations thereof must be specifically defined by the Applicant in its proposal which, if successful, will become part of the Contract.

The funds available for this project are limited. The OYS reserves the rights to contract for only those services which appear to be in the best interests of the OYS.

Upon award, the OYS will forward the formal Contract to the successful Applicant for execution. The Contract shall be signed by the successful Applicant and returned, together with required insurance documents (including indemnification), and other supporting documents, within ten (10) calendar days after receipt by the Applicant, or within such further time as the Executive Director may allow.

No such Contract shall be binding upon the OYS until the Contract has been fully and properly executed by all the parties thereto and the

State Comptroller has, in accordance with Section 103-39, Hawaii Revised Statutes, endorsed thereon his certificate that there is an appropriation or balance of an appropriation over and above all outstanding contracts, sufficient to cover the amount required by the Contract during the fiscal year. Further, the Contract shall not be considered to be fully executed until the Department of the Attorney General of the State of Hawaii has approved the Contract as to form.

The OYS reserves the right to cancel the Contract without cause and to request new proposals for the work.

- k. No Supplementary Agreement shall be binding upon the OYS until the Agreement has been fully and properly executed by all parties thereto prior to the start date of Agreement. The PROVIDER shall not provide any services until the Agreement is fully and properly executed and a Notice to Proceed has been issued.

Any work performed by the successful Applicant prior to receipt of a Notice to Proceed shall be at the Applicant's own risk and expense. The State of Hawaii and the OYS are not and will not be liable for any work, contract costs, expenses, loss of profits or damages whatsoever incurred by the successful Applicant prior to the receipt of a Notice to Proceed.

The Provider is responsible to purchase or lease, with available funding, all the necessary supplies and equipment needed to perform the services. Prior approval must be obtained from the OYS for the initial purchase of equipment, furniture, supplies, etc. which are required for this Contract. Subsequent purchases of equipment above \$250 (that has a useful life of more than one year) shall require prior approval.

3. Quality assurance and evaluation specifications

- a. All contracts shall be monitored by the OYS in accordance with requirements set forth by Chapter 103F, Hawaii Revised Statutes. Contract monitoring shall include but may not be limited to:
 - 1) The review of amendments and approvals, deemed appropriate by the OYS, of the contract's program items, especially the outcomes plan, the performance targets and milestones, the assurance of collaboration, quarterly program reports, and other documents submitted to the OYS.
 - 2) Periodic site visits, scheduled and unscheduled, with comprehensive written evaluation of the major program service areas, such as:
 - i. Staff qualification, organization, and effectiveness.

- ii. Outcomes planning, implementation, and evaluation.
 - iii. Collaboration (Informal and formal agreements and subcontracts).
 - iv. File maintenance and record keeping.
 - v. Facility accessibility, suitability, and safety.
 - vi. Transportation and other liability issues.
 - vii. Consumer satisfaction.
- 3) The Applicant shall allow the OYS access to all materials, files, and documents relating to the provision of services. In addition, the OYS may, at its discretion, observe individual, group, and educational sessions conducted by the Applicant.
- b. The Applicant must maintain for the term of the contract the system of evaluation developed by the OYS, including the use of evaluation tools and reporting forms. In addition, the Applicant must take corrective actions the OYS deems necessary in light of the evaluation data.

4. Output and performance/outcome measurements

The Applicant shall submit a Performance Plan utilizing the outcomes framework, through the completion of OYS Form 4-1 which is attached to this RFP. To assist the Applicant in completing Form 4-1, A Crash Course in the Outcomes Framework (August 2003) is also attached.

- a. An **Outcomes Framework** (outcomes, performance targets, and milestones) will be used for monitoring and results reporting. The Outcomes Framework (OF) for this service will focus on specific achievements and specific changes in youth and family conditions, skills, attitudes, and/or behaviors.
- 1) *Performance targets describe the anticipated change in program participants* that occurs as a consequence of the service provided. The performance target *does not* reflect the actions or behaviors of the agency or the staff in the delivery of the program services. In response to the RFP, applicants must propose and commit to performance targets directly related to the initiatives described in this RFP.
 - 2) *Milestones describe the sequential actions made by the program participants to indicate they are successfully progressing toward achieving the performance target.* Applicants should identify the milestones that will most effectively communicate (track and report) the success of program participants and at the same time can be efficiently documented on an ongoing basis.

- 3) The successful achievement of milestones and performance targets should be verifiable by direct and indirect measures, observable events or behaviors, or indicators identified by the applicant.
- b. Within this OF, applicants must:
- 1) Base program activities on an assessment of objective data about the relevant risk and protective factors for the target population and communities the applicants propose to service.
 - 2) Design and implement programs and activities for youth based on research or evaluation that provides evidence that the programs used impact knowledge, behavior and/or competencies of the youth involved or contribute to preventing/reducing risk factors and establishing/ strengthening protective factors related to healthy youth development.
 - 3) Commit to the performance targets finalized with the OYS as part of the applicants' contractual responsibility and track and report progress through a standard outcomes reporting format and meet periodically with the OYS to review progress and results and to make necessary modifications and corrections.
 - 4) Evaluate programs to assess programs' ability to impact elements of youth development and the desired outcomes. Applicants must also assess progress toward achieving the proposed outcomes, performance targets, and milestones. Furthermore, such evaluation shall be used to improve and strengthen the programs, to revise timelines, to refine the performance targets and milestones, and to make informed decisions regarding future program directions.
 - 5) Use appropriate computer hardware and Microsoft software to record, monitor, and report various data.
- c. Applicants should propose up to three (3) performance targets, including numeric projections of achievement as the number of or percent of program participants that will demonstrate an increase or reduction related to achievements made as a result of program participation.
- d. In order to facilitate the implementation of the OF and enhanced services, the OYS will:
- 1) Provide technical assistance in developing and refining outcomes, performance targets, and milestones during the term of the contract.

- 2) Provide technical assistance in using hardware and software to evaluate the progress of the programs.

5. Experience

Applicants shall have a minimum of three (3) years experience providing residential services/programs related to those proposed in this RFP.

6. Coordination of services

Funded programs shall coordinate with related Federal, State, school, and community efforts and resources to foster interactions and environments that promote positive youth development and healthy behaviors for youth.

7. Reporting requirements for program and fiscal data

Contracts are programmatically and fiscally monitored by the OYS. Monitoring includes the review of program reports and services; budgets and revisions (as approved by the OYS); invoices and expenditure reports; and any issues applicable to services provided. Monitoring will take place at a variety of locations including the Applicant's administrative office and the site(s) of service delivery.

Timely program reports as specified by the OYS will be due quarterly and at the end of each budget period.

A monthly invoice for operational costs shall be prepared and submitted to the OYS by the 10th of each month in accordance with the agreed upon Compensation and Payment Schedule. Additionally, the PROVIDER shall submit a final invoice upon termination of the contract.

D. Facilities

Applicants shall assure the adequacy of the facilities that will be used to conduct the proposed service to ensure the safety and well-being of the target population and conformance with Americans with Disabilities Act building requirements.

2.5 COMPENSATION AND METHOD OF PAYMENT

A. Pricing or Pricing Methodology to be Used

1. Pricing structure will be based on a **Fee for Unit of Service Utilized**. The **Fee for Unit of Service Utilized** structure requires the OYS to pay a daily Unit Rate for the days the unit is utilized as determined by the formula: Unit Rate x Number Of Units Of Service Utilized = Payment Amount. The payment amount shall not exceed the total contract amount.

2. A guarantee of one half of the contracted units shall be paid for Intensive Residential Services and Independent Living Program to assure availability.
3. Applicants shall be required to apply the Cost Principles on Purchase of Health and Human Services and other applicable federal cost principles and guidelines as appropriate and as required by the source of funding.

B. Units of Service and Unit Rate

1. A Unit of Service shall be defined as one day of residential services, and includes program services, room and board, transportation, and other costs related to providing the youth a safe home environment. All activities requested for youths under this RFP are inclusive to the Unit of Service and may not be invoiced to any other public or private entity.
2. The Fee for Unit of Service **Utilized Unit Rate** for Intensive Residential Services/Independent Living Program is **\$190 per service unit.**
3. The Fee for Unit of Service **Utilized Unit Rate** for Emergency Shelter is **\$130 per service unit.**
4. Total Units of Service and total funding amounts allocated to the contract may be increased or decreased at any time, at the discretion of the OYS. Reasons for such increases or decreases include, but are not limited to, the program's performance, availability of funds, cost of living adjustments, utilization rates, and a shifting of community needs and priorities.

C. Method of Compensation and Payment

Compensation Shall Be Based Upon a Fee for Service Availability and Utilized Unit Rate and/or Contracted Beds Structure, or Combination Thereof.

All budget forms, instructions and samples are located on the SPO website (see the Proposal Application Checklist in Section 5 for website address). The following budget form(s) shall be submitted with the Proposal Application:

SPO-H-205 Budget
 SPO-H-206A Personnel - Salaries & Wages
 SPO-H-206B Personnel - Payroll Taxes and Fringe Benefits
 SPO-H-206C Travel - Inter-Island*
 SPO-H-206D Travel - Out-of-State*
 SPO-H-206E Contractual Services-Administration
 SPO-H-206F Contractual Services-Subcontracts
 SPO-H-206G Depreciation
 SPO-H-206H Program Activities
 SPO-H-206I Equipment Purchases*

*Expenditures require justification and prior approval.

If any one of the above forms is not applicable, please note as "N/A" on the form.

Section 3

Proposal Application Instructions

Section 3

Proposal Application Instructions

General instructions for completing applications:

- *Proposal Applications shall be submitted to the state purchasing agency using the prescribed format outlined in this section.*
- *The numerical outline for the application, the titles/subtitles, and the applicant organization and RFP identification information on the top right hand corner of each page should be retained. The instructions for each section however may be omitted.*
- *Page numbering of the Proposal Application should be consecutive, beginning with page one and continuing through for each section. See sample table of contents in Section 5.*
- *Proposal Applications shall utilize 12-pitch font with no reduction in character spacing and position, and scale at 100%. Page margins shall be one inch all around.*
- *Proposals may be submitted in a three ring binder (Optional).*
- *Tabbing of sections (Recommended).*
- *Applicants must also include a Table of Contents with the Proposal Application. A sample format is reflected in Section 5, Attachment B of this RFP.*
- *A written response is required for **each** item unless indicated otherwise. Failure to answer any of the items will impact upon an applicant's score.*
- *Applicants are **strongly** encouraged to review evaluation criteria in Section 4, Proposal Evaluation when completing the proposal.*
- *This form (SPOH-200A) is available on the SPO website (see 1.2 Website Reference). However, the form will not include items specific to each RFP. If using the website form, the applicant must include all items listed in this section.*

The Proposal Application is comprised of the following sections:

- *Proposal Application Identification Form*
- *Table of Contents*
- *Program Overview*
- *Experience and Capability*
- *Project Organization and Staffing*
- *Service Delivery*
- *Financial*
- *Other*

3.1 Program Overview

Applicant shall give a brief overview to orient evaluators as to the program/services being offered. Include:

- Location of the services
- How proposed services align with Applicant's mission and vision;
- Description of the goals and objectives related to the service activity; and
- How the proposed services will meet the needs and impact the development of the target population.

3.2 Experience and Capability

A. Necessary Skills

The Applicant shall demonstrate that it has the necessary skills, abilities, and knowledge relating to the delivery of the proposed services. If the Applicant intends to use subcontractors, subcontractors experience shall also be included.

B. Experience

The Applicant shall demonstrate a minimum of three years experience in providing assessment, case management services and direct services to youth, in addition to providing a description of current projects/contracts pertinent to the proposed services (previous projects/contracts may be considered if relevant). The Applicant shall include points of contact, addresses, e-mail/phone numbers. The State reserves the right to contact references to verify experience. If the Applicant intends to use sub-contractors, the experience of the identified subcontractors must also be included.

C. Quality Assurance and Evaluation

The Applicant shall describe its own plans for quality assurance and evaluation for the proposed services, including methodology. The quality assurance plan shall indicate how the applicant will monitor compliance with the terms of the agreement and adherence to internal policies and procedures, and shall include how corrective action will occur. The evaluation plan shall address the effectiveness of program delivery (process evaluation).

D. Coordination of Services

The Applicant shall demonstrate the capability to coordinate services with other agencies and resources in the community.

If the Applicant intends to use subcontractors, draft Memorandums of Agreement shall be included in the proposal.

E. Facilities

The Applicant shall provide a description of the program site facility and demonstrate its adequacy in relation to the proposed services. If facilities are not presently available, describe plans to secure facilities. Also describe how the facilities will meet ADA requirements, as applicable, and special equipment that may be required for the services.

3.3 Project Organization and Staffing

A. Staffing

1. Proposed Staffing

The Applicant shall describe the proposed staffing pattern, client/staff ratio and proposed caseload capacity appropriate for the viability of the services. (Refer to the personnel requirements in the Service Specifications, as applicable.)

2. Staff Qualifications

The Applicant shall provide the minimum qualifications (including experience) for staff assigned to the program. Attach position descriptions and resumes for the Applicant's administrative staff (director, deputy, chief financial position, program administrator, etc.) in addition to position descriptions for the proposed program staff. (Refer to the qualifications in the Service Specifications, as applicable.)

B. Project Organization

1. Supervision and Training

The Applicant shall describe its ability to supervise, train and provide administrative direction relative to the delivery of the proposed services.

2. Organization Chart

The Applicant shall reflect the position of each staff and line of responsibility/supervision. (Include position title, name and full time equivalency) Both the "Organization-wide" and "Program" organization charts shall be attached to the Proposal Application.

3.4 Service Delivery

Applicant shall include a detailed discussion of the applicant's approach to applicable service activities and management requirements from Section 2, Item 2.1, Scope of

Work, including (if indicated) a work plan of all service activities and tasks to be completed, related work assignments/responsibilities and timelines/schedules.

The discussion of the proposed service delivery shall include:

- A brief summary of the organization's philosophy and service framework and describe how the framework reflects/ relates to the OYS philosophy regarding the delivery of services for youth.
- A work plan of all activities and tasks to be completed, related work assignments, responsibilities, and service plan that clearly articulates the overall service flow from program entry to program completion, as appropriate.
- A timeline / schedule of steps to be taken in planning and implementing the required services and related activities.
- Details of how the proposed work plan and service activities are consistent with the outcomes and objectives, service framework, principles of program delivery and characteristics of effective programs.

The description shall also include adequate information to address and/or identify the following, as appropriate:

- The evidence-based prevention model/s or strategy/s to be used;
- The justification for selecting the model/s;
- The assessment instrument/s that will be used;
- Training that will be provided for staff;
- Curriculum that will be used for the program delivery;
- The target behavior that the program activity will change;
- The measure/s the applicant will use to determine change of behaviors, attitudes, and/or skills of program participants; and/or
- The arrangements for evaluation to assess the program effectiveness and impact on the target population.

Applicants should refer to Section 2, 2.4 – Scope of Work for additional requirements and details to include in proposals specific to the service areas requested below:

- Section 2A - Outreach and Advocacy
- Section 2B – Residential Services

3.5 Financial

A. Pricing Structure

Applicant shall submit a cost proposal utilizing the pricing structure designated by the state purchasing agency (cost reimbursement). The cost proposal shall be attached to the Proposal Application.

All budget forms, instructions and samples are located on the SPO website (see Section 1, paragraph II Websites referred to in this RFP). The following budget form(s) shall be submitted with the Proposal Application:

SPO-H-205 Budget
SPO-H-206A Personnel - Salaries & Wages
SPO-H-206B Personnel - Payroll Taxes and Fringe Benefits
SPO-H-206C Travel - Inter-Island
SPO-H-206D Travel - Out-of-State*
SPO-H-206E Contractual Services-Administration
SPO-H-206F Contractual Services-Subcontracts
SPO-H-206G Depreciation
SPO-H-206H Program Activities
SPO-H-206I Equipment Purchase

*Expenditures require justification and prior approval.

B. Other Financial Related Materials

1. Accounting System

In order to determine the adequacy of the Applicant's accounting system as described under the administrative rules, the following documents are requested as part of the Proposal:

- a. Latest Single Audit Report of Financial Audit.
- b. Cost Allocation Plan, which demonstrates Applicant's expenditures are allocated based on a plan that is reasonable, appropriate, and lawful.

2. Accounting Personnel

- a. Applicant must state which staff positions are responsible for maintaining accounting records and fiscal reporting and approximately the number of hours a week that are devoted to this function.

- b. Applicant shall describe what accounting qualifications are required for each of these positions if not detailed in the submitted 3.3:
Personnel: Project Organization and Staffing.
- c. Applicant shall state which staff positions will be responsible for filing timely expenditure reports and invoices required by this RFP.

3.6 Other

A. Litigation

The applicant shall disclose and explain any pending litigation to which they are a party, including the disclosure of any outstanding judgment.